International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Improving MSME Capacity Through Digital Marketing Training To Increase Business Competitiveness

Hasirah[1], Wanda Laksniyunita[2], Riztrya Novedliani[3], Ady Kurnia[4], Syurwana Farwita Samuddin[5]

[1]Universitas Papua Madani Jayapura, Indonesia
[2,3]Universitas Kebangsaan Republik Indonesia, Indonesia
[4,5]Universitas Indonesia Timur, Indonesia

Corresponden Author: hasirahdgpuji@gmail.com

Abstract

Micro, Small, and Medium Enterprises (MSMEs) play a vital role in supporting the local economy, yet they still face numerous challenges in utilizing digital technology as a marketing tool. Limited knowledge and skills in managing social media, marketplaces, content creation, and branding have led to suboptimal digital marketing utilization. This activity aims to enhance the capacity of MSMEs through digital marketing training, enabling them to expand their market reach and enhance their competitiveness. The method used is a qualitative descriptive approach through training and mentoring. The activity stages include needs identification, material delivery, demonstrations, hands-on practice, mentoring, and evaluation through pre- and post-tests. The material provided covers digital marketing concepts, the use of social media and marketplaces, promotional content creation, product branding, consumer communication, and digital marketing evaluation. The activity results indicate an increase in participants' knowledge and skills in utilizing digital media for marketing activities. Participants became more capable of creating promotional content, using business social media, understanding marketplace utilization, building brand identity, and developing communication with consumers. The training also increased participants' readiness to adopt digital marketing strategies in a more planned and sustainable manner. Thus, digital marketing training can be an empowerment strategy to increase the capacity and competitiveness of MSMEs in facing the development of the digital economy .

Keywords: MSMEs, Training, Digital Marketing, Business Capacity, Competitiveness

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) are a crucial foundation of the Indonesian economy, playing a key role in creating job opportunities, increasing incomes, and driving economic activity at both the local and national levels. This role becomes increasingly strategic as the economy enters the digital era, marked by changes in consumer behavior, increased internet usage, and the widespread use of digital platforms in commerce. According to a survey by the Indonesian Internet Service Providers Association (APJII), the number of internet users in Indonesia will reach 221,563,479 in 2024, or approximately 79.5% of the total population. This figure is an increase compared to the previous year's internet penetration of 78.19%. This situation indicates that the potential market for MSMEs is increasingly shifting to the digital space (Dharta et al., 2025). Consumers no longer only obtain product information through physical stores or recommendations from their neighbors, but also through social media, search engines, marketplaces, instant messaging applications, and various other digital channels. This change creates a significant opportunity for MSMEs to expand their market without the costs of opening a conventional branch. However, this opportunity cannot automatically be utilized by all MSMEs because it requires knowledge, skills, creativity, and the ability to adapt to digital technology (Monalisa et al., 2025).

The development of e-commerce further reinforces the urgency of digitalizing marketing for MSMEs. The Central Statistics Agency's 2024 E-Commerce Statistics publication shows that e-commerce activity in Indonesia continues to grow, while the number of businesses conducting e-commerce activities in 2024 increased by 15.30% compared to the previous year. BPS also noted that micro-enterprises are a dominant group in Indonesia's e-commerce ecosystem and are utilizing digital platforms to expand their market reach. These developments demonstrate that digital channels are no longer merely a marketing alternative but have become a crucial part of business strategy. In the context of MSMEs, digital marketing can be conducted through social media, marketplaces, digital catalogs, WhatsApp Business, content creation, search engine optimization, digital advertising, and the use of customer data (Priyanto et al., 2025). Through these channels, MSMEs can introduce products to a wider consumer base, build direct communication, increase brand awareness, and obtain information on consumer responses. However, research by Bina Nusantara and colleagues shows that the adoption of digital marketing by Indonesian MSMEs still faces various challenges, even though digital technology offers relatively cheaper and more accessible marketing.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

This shows a gap between the availability of technology and the ability of MSMEs to utilize it effectively (Hasanuddin et al., 2025).

The main problem that then arises is not merely limited access to technology, but also limited human resource capacity in managing that technology for business purposes. Some MSMEs still use simple marketing methods, such as relying on repeat customers, word-of-mouth promotion, banner placement, or direct sales. On the other hand, business competition is increasing because consumers have a wide choice of products from various regions that can be found through digital platforms (Ramadhani et al., 2025). Businesses that are unable to build a brand identity, create engaging content, determine target markets, manage social media, utilize marketplaces, and evaluate promotional performance are at risk of losing market opportunities. Sitepu (2025) emphasized that the adoption of digital marketing by MSMEs in Indonesia is influenced by the level of digital literacy, financial resources, infrastructure availability, and perceptions of the technology's benefits (Purnamasari et al., 2025). Therefore, increasing the capacity of MSMEs needs to be directed not only at introducing technology but also at the practical ability to use technology as a marketing tool. Digital marketing training is a relevant form of intervention because it can provide business actors with knowledge and practical experience, from developing marketing strategies, creating content, using business social media, managing marketplaces, communicating with consumers, to utilizing analytical features to evaluate promotional effectiveness (Hasdiansa et al., 2026).

Digital marketing training also has strong relevance to efforts to increase the competitiveness of MSMEs. Competitiveness is determined not only by product price, but also by a business's ability to provide value, build a brand, innovate, reach consumers, and adapt to changes in the business environment. Research by Arista and Hermawan shows that digital marketing is a factor that can be used in conjunction with intellectual capital, product innovation, and competitive advantage to improve MSME performance (Burhan, 2025). These findings demonstrate that digital capabilities need to be positioned as part of comprehensive business capacity development. A similar trend is evident in the community service activities conducted by Wulandari et al. (2023), who provided digital marketing training to MSMEs in Bugangan Village, Semarang. The training was aimed at helping entrepreneurs use social media as a marketing tool while simultaneously supporting increased competitiveness. In fact, more recent training programs emphasize the importance of a combination of outreach, hands-on practice, mentoring, and evaluation through pre- and post-tests so that participants' capacity

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

building can be measured more systematically. Therefore, digital marketing training in this activity is not positioned merely as a knowledge transfer activity, but as an empowerment process that aims to build applicable skills so that MSME actors are able to develop more effective and sustainable marketing strategies (Rudihartati et al., 2025).

Based on these conditions, "Enhancing MSME Capacity through Digital Marketing Training to Enhance Business Competitiveness" is crucial to implement as a way to strengthen business actors' abilities to face changes in the business environment. The training is aimed at building an understanding of digital marketing concepts while providing practical skills in using business social media, marketplaces, promotional content creation, digital branding, customer communication, and leveraging technology to expand market reach. This approach is expected to reduce the gap between technology availability and MSMEs' ability to use it productively. This capacity building can ultimately help MSMEs become more adaptive, innovative, and responsive to changing consumer needs. Furthermore, utilizing digital channels allows MSMEs to build closer relationships with customers, obtain rapid market feedback, and increase product visibility amidst increasingly open competition. Thus, digital marketing training is not only aimed at improving promotional capabilities but also becomes part of a business capacity development strategy so that MSMEs can create competitive advantages and improve business sustainability in the digital economy era. Previous research findings and community service programs that demonstrate the relationship between digital marketing, business capacity, performance, and competitiveness further reinforce the importance of practical training activities oriented to the needs of MSMEs.

METHOD

This study uses a qualitative descriptive approach with training and mentoring methods aimed at improving the capacity of Micro, Small, and Medium Enterprises (MSMEs) in utilizing digital marketing to increase business competitiveness. Participants are MSMEs with active businesses and need to strengthen their digital marketing skills. The activity stages include identifying participant needs, delivering materials, practicing digital media, mentoring, and evaluation. The training materials cover basic digital marketing concepts, utilizing social media and marketplaces, creating promotional content, branding techniques, communicating with consumers, and strategies for expanding market reach through digital platforms. The delivery method is carried out through interactive lectures, discussions, demonstrations, hands-on practice, and

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

mentoring so that participants not only gain theoretical understanding but also are able to apply it in business activities.

Data collection was conducted through observation, interviews, documentation, and evaluation before and after the training. Observations were used to determine the initial level of participants' ability to use digital media as a marketing tool, while interviews were conducted to identify obstacles, needs, and experiences in conducting business marketing. Evaluation was conducted through **pre- and post-tests** to observe changes in participants' knowledge and understanding after the training. Furthermore, participants' practical experience in creating promotional content, managing business social media accounts, and developing digital marketing strategies were used as indicators of their application skills. The data obtained were then analyzed descriptively by comparing conditions before and after the training. The success of the program was assessed by increasing participants' knowledge, skills in using digital media, ability to develop marketing strategies, and readiness to implement digital marketing sustainably to increase the competitiveness of MSMEs.

RESULT

The results of the activity indicate that digital marketing training has improved the knowledge and skills of MSMEs in utilizing digital technology as a marketing tool. Based on initial observations, some participants have used social media to promote their products, but their use is still limited to uploading product photos and providing pricing information. Participants do not yet fully understand strategies for content creation, selecting target consumers, using business features, managing marketplaces, and evaluating the effectiveness of digital promotions. This situation indicates that the main problem faced by participants is not only limited access to technology, but also limited ability to optimize technology as a planned marketing tool.

After receiving training through material delivery, demonstrations, hands-on practice, and mentoring, participants' digital media skills changed. Participants began to develop more informative promotional content, determine marketing media based on consumer characteristics, utilize business social media, and understand the importance of consistency in building brand identity. Participants also gained an understanding of using marketplaces as a means of expanding sales reach. Furthermore, participants began to understand that digital marketing is not only aimed at increasing the number of posts or followers, but must also be directed at creating interactions with consumers, increasing trust, building loyalty, and encouraging purchases.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Rated aspect	Conditions Before Training	Condition After Training	Change
Understanding digital marketing	Most of the participants still understand digital marketing in a simple way.	Participants understand the concepts, benefits, and strategies of digital marketing.	Increase
Business social media usage	Social media is used more for uploading products	Participants are able to use business features and create promotional content.	Increase
Content creation	The content is still simple and inconsistent	Participants are able to create more informative and interesting content.	Increase
Utilization of marketplace	Not optimal and some participants have not used it	Participants understand how to utilize the marketplace to expand the market	Increase
Product branding	Brand identity has not been consistently developed	Participants began to pay attention to the identity, uniqueness, and value of the product.	Increase
Consumer communication strategy	Communication is still direct and simple	Participants understand communication through digital media and response to customers.	Increase
Marketing evaluation	Have not conducted a systematic evaluation	Participants begin to understand the importance of seeing the response and results of promotions.	Increase

DISCUSSION

The increased capacity of participants demonstrates that digital marketing training can be a strategy for empowering MSMEs in the face of changing business environments. Prior to the training, some participants already had devices and access to digital media, but their utilization was not fully directed towards business development.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

This situation highlights the gap between technology access and the ability to utilize it. With training accompanied by hands-on practice, participants not only gain knowledge about digital marketing but also gain experience in implementing these strategies in their respective businesses. This aligns with Bina Nusantara et al. (2021), which shows that digital marketing adoption in Indonesian MSMEs is still influenced by various factors, including the ability and readiness of business actors to utilize technology.

From a marketing perspective, the use of social media provides opportunities for MSMEs to increase product visibility and reach a wider consumer base. Participants who previously only used social media as a simple publication medium began to understand the importance of creating content with a marketing purpose. Content must be able to convey product advantages, provide clear information, build visual appeal, and direct consumers to take specific actions. Thus, social media is no longer viewed simply as a place to upload product photos, but as a marketing communication channel that allows MSMEs to build more intensive relationships with consumers. This finding aligns with (Wulandari et al., 2023), who showed that digital marketing training can help MSMEs improve their ability to utilize social media as a marketing tool and support business competitiveness.

Another aspect that has developed is the participants' ability to build product branding. In digital competition, MSME products compete not only on price but also on consumer perceptions of the quality, uniqueness, identity, and value offered. Through training, participants began to understand the importance of using a business name, logo, packaging, product photos, promotional narrative, and consistent communication. Consistent branding can help products become more recognizable and differentiate them from competitors. This is crucial because the digital environment provides consumers with the opportunity to quickly compare various products. Therefore, the ability to build a brand identity is a crucial part of increasing MSME competitiveness (Majid & Faizah, 2023).

Utilizing marketplaces also provides opportunities for participants to expand their market reach. Prior to the training, some participants relied on direct sales or customers located near their business location. After receiving the training, participants understood that marketplaces can be used as a means of connecting products with consumers from a wider area. The presence of marketplaces also allows businesses to display catalogs, prices, product descriptions, and other information more systematically. However, successful marketplace utilization still requires the ability to manage catalogs, provide prompt service, maintain product quality, manage customer reviews, and maintain the

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

store's reputation. Therefore, marketing digitalization needs to be implemented comprehensively and not just by creating a digital account (Sahri et al., 2025).

These enhanced capabilities ultimately have the potential to strengthen the competitiveness of MSMEs. (Arista & Hermawan 2025) point out that digital marketing is one of the factors related to improving MSME performance, along with intellectual capital, product innovation, and competitive advantage. This means that digital marketing will deliver more optimal results when supported by product quality, innovation, business management skills, and customer service. The training in this activity serves as the initial stage in building these capabilities, while the sustainability of the results depends heavily on participants' consistency in applying the acquired knowledge (Asyiffa et al., 2025).

Overall, the results of the activity demonstrated that the training, practice, and mentoring approach was more relevant than simply providing theoretical material. Hands-on practice enabled participants to apply the material to their own products, allowing them to quickly identify and resolve any obstacles that arose (Satriana et al., 2026). Participants also gained greater confidence in using digital media for business activities. These findings reinforce the view that capacity building for MSMEs in the digital era should be directed at developing applicable skills, not just increasing knowledge. With improved digital marketing capabilities, MSMEs are expected to expand their markets, enhance interaction with consumers, strengthen their branding, increase sales opportunities, and ultimately gain greater competitiveness in the face of increasingly dynamic business competition.

CONCLUSION

The study, "Enhancing MSME Capacity through Digital Marketing Training to Enhance Business Competitiveness," shows that digital marketing training and mentoring can improve MSMEs' knowledge and skills in utilizing technology as a means of business development. Prior to the training, digital media utilization was limited to simple promotions and was not carried out in a planned manner. After participating, participants gained a better understanding of digital marketing strategies, promotional content creation, social media and marketplace utilization, product branding, and consumer communication.

The training also contributes to improving the readiness of MSMEs to face business competition in the digital era. The ability to utilize digital media allows MSMEs to expand market reach, increase product visibility, build relationships with consumers,

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

and strengthen brand identity. Thus, digital marketing can be a strategy to increase MSME competitiveness, especially when implemented consistently and supported by product quality, innovation, service, and good business management. Therefore, similar activities need to be continued through ongoing mentoring so that the skills acquired by participants can be optimally applied and have a real impact on business development and sustainability .

REFERENCES

Asosiasi Penyelenggara Jasa Internet Indonesia (APJII). (2024). Survei Penetrasi Internet Indonesia 2024. Jakarta: APJII

Asyiffa, M. R., Rozak, W. A., & Hadi, R. (2025). Strategi Pemasaran Digital Dalam Meningkatkan Daya Saing Usaha Mikro Kecil Dan Menengah (UMKM). *Jurnal Ilmiah Penelitian Mahasiswa*, *3*(4), 584–591.

Arista, S. W., & Hermawan, S. (2025). Improving MSME Performance Based on Digital Marketing, Intellectual Capital, Product Innovation and Competitive Advantage. Jurnal Manajemen Bisnis, 16(2). https://doi.org/10.18196/mb.v16i2.25192

Badan Pusat Statistik. (2025). Statistik E-Commerce 2024. Jakarta: Badan Pusat Statistik

Bina Nusantara, A. A., Jennifer, J., Huang, J. C., & Sebastian, J. C. (2021). Analysis of Digital Marketing Adoption in Indonesian Micro, Small, and Medium Enterprises. Jurnal Manajemen Bisnis, 18(3). https://doi.org/10.38043/jmb.v18i3.3173

Burhan, L. I. (2025). Peningkatan Daya Saing UMKM melalui Strategi Branding dan Digital Marketing Berbasis Media Sosial. *Dharma Bakti: Jurnal Pengabdian Masyarakat Dan Inovasi Teknologi Tepat Guna*, *1*(2), 56–62.

Dharta, F. Y., Budiarto, B. W., & Utiarahman, N. (2025). Transformasi Digital UMKM : Pelatihan Manajemen Bisnis Berbasis Teknologi untuk Meningkatkan Daya Saing Pasar Digital. *JIPITI: Jurnal Pengabdian Kepada Masyarakat*, *2*(3), 182–188.

Hasanuddin, M., Rizki, C. A., Khodijah, S., & Prayoga, A. A. (2025). Pemberdayaan UMKM Melalui Pelatihan Digital Marketing dan Desain Konten Media Sosial. *JURNAL PENGABDIAN MASYARAKAT BERDAMPAK*, *1*(3), 107–114.

Hasdiansa, I. W., Hasbiah, S., Aslam, A. P., Aswar, F., & Farhan, A. (2026). Penguatan Daya Saing UMKM melalui Optimalisasi Kemasan Produk dan Pemasaran Digital di Kabupaten Gowa. *Inovasi Sosial : Jurnal Pengabdian Masyarakat*, *3*(2), 34–42.

Majid, A., & Faizah, E. N. (2023). Analisis Strategi Pemasaran dalam Meningkatkan Daya Saing UMKM. *MELATI: Jurnal Media Komunikasi Ilmu Ekonomi*, *40*(2), 52–

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

63.
Mahmuddin, Y., Nofritar, & Dharma, R. (2026). Sosialisasi dan Pelatihan Pemasaran Digital Berbasis Teknologi Informasi untuk Memperluas Jangkauan Pemasaran Produk UMKM serta Meningkatkan Daya Saing di Era Ekonomi Digital. Jurnal Pengabdian Masyarakat Bangsa, 4(1). https://doi.org/10.62357/jurmas.v4i1.919.
Monalisa, I., Triana, R., Sidabutar, Y., Ardana, T. N., & Fatio, D. (2025). Pengembangan Kapasitas Manajerial UMKM untuk Meningkatkan Daya Saing Melalui Inovasi Teknologi. *Jurnal Ekonomi, Bisnis Dan Manajemen (EBISMEN)*, *4*(1), 102–110.
Priyanto, R., Ramadhan, Y., & Hastuti, E. I. (2025). Peningkatan Kapasitas UMKM Melalui Pelatihan Manajemen Bisnis dan Digital Marketing. *Jurnal Masyarakat Madani Indonesia*, *4*(2), 114–122.
Purnamasari, E. D., Coyanda, J. R., & Akbar, M. G. T. (2025). Peningkatan Kapasitas UMKM melalui Pengelolaan Keuangan Digital dan Digitalisasi Pemasaran dalam Mendorong keberlanjutan Usaha. *JURNAL ABDIMAS MANDIRI*, *9*(3), 431–437.
Ramadhani, N. A., Ilham, M., & Hidayat, R. (2025). Pemberdayaan UMKM melalui Pelatihan Digital Marketing untuk Peningkatan Daya Saing di Era Ekonomi Digital. *Journal of Community Action*, *1*(2), 42–49.
Rudihartati, L., Fediansyah, M., & Rahman, T. (2025). Inklusi Digital dan Pemberdayaan UMKM Lampung Tengah : Meningkatkan Daya Saing Usaha Mikro , Kecil , dan Menengah di Era Digital. *Jurnal Pengabdian Nasional (JPN) Indonesia*, *6*(1), 64–72.
Sahri, Tawakkal, M. I., & Pajri, A. E. (2025). Pelatihan Strategi Pemasaran Digital untuk Meningkatkan Daya Saing UMKM Desa Ngeper, Kabupaten Bojonegoro di Era Ekonomi Digital. *I-Com: Indonesian Community Journal*, *5*(2), 1028–1038.
Satriana, D., Daulay, M. A., & Merliana, T. (2026). Transformasi digital UMKM : Penguatan strategi pemasaran dan SDM untuk meningkatkan daya saing. *Jurnal Pembelajaran Pemberdayaan Masyarakat (JP2M)*, *7*(10), 247–256. https://doi.org/10.33474/jp2m.v7i1.24559
Sitepu, R. (2025). Digital Marketing Adoption by MSMEs in Indonesia: Between Technological Awareness and Resource Limitations. International Journal of Economic, Business, Accounting, Agriculture Management and Sharia Administration, 5(2). https://doi.org/10.54443/ijebas.v5i2.2914.
Setyawati, A., Suggangga, A., Wibowo, N., Rahma, A., & Maula, F. I. (2023). Ability to Use Digitalization in Increasing the Competitive Advantages of MSMEs in Indonesia: Systematic Literature Review. International Journal of Economics and

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Management Research, 2(2). https://doi.org/10.55606/ijemr.v2i2.94.

Wulandari, W., Maranata, B. H., Widyaningtyas, D. P., Santoso, E. D., & Amalia, R. R. (2023). Pelatihan Pemasaran Digital untuk Pelaku Usaha UMKM di Kelurahan Bugangan. BERNAS: Jurnal Pengabdian Kepada Masyarakat, 4(4), 3257–3263. https://doi.org/10.31949/jb.v4i4.6644.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.